

David Crockett Birthplace State Historic Park Strategic Management Plan

2023 – 2033

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Park Purpose, History and Description

David Crockett was a pioneer, soldier, and politician. He was born near the town of Limestone, Tenn. in 1786. David Crockett Birthplace State Park commemorates the birthplace of this famous Tennessean. David Crockett Birthplace State Park became a state park in 1973.

The 105-acre park sits just upstream from the falls of the scenic Nolichucky River and is maintained as a memorial to Crockett. The area includes an 18th-century living farmstead, replica cabin, limestone marker, and visitor center exhibits. David Crockett Birthplace State Park has 88 campsites. Forty have full hook-ups (water, electric, and sewer), 30 sites have water and electricity only and there are 18 primitive tent sites with no hook-up. The campground is located near the scenic Nolichucky River

Goals, Objectives and Action Plans

THE RESOURCES: Exemplary Natural and Cultural Stewardship

Goal: Tennessee State Parks will be nationally recognized for exemplary stewardship of natural and cultural resources.

Objective - *More and better stewards:* Increase internal and external stewards who share Tennessee State Parks core values and can contribute to the State Parks mission to preserve, protect, and share Tennessee's natural and cultural resources.

Action Plan: Continuing to build relationships with local Tourism Dept, Tusculum University, ETSU, businesses, area parks, Appalachian Paddling Enthusiasts, schools, and the historic reenacting community.

Engage and build relationships with the Greene County government; Greene County Sheriffs Dept, Greene County Emergency Management Agency, Limestone Volunteer Fire Dept., and other local government groups. This is done through joint emergency response, attendance of Emergency Management Agency Meetings, County Commission Meetings, and participation in special events.

Grow the Friends of David Crockett Birthplace State Park (FoDCBP). The FoDCBP will serve as a volunteer labor force, an alternative means of community engagement, and an easy way for individuals to get involved in helping the park. FoDCBP will continue to be the organizing party behind the yearly Crockett Days Celebration.

Objective - *Better resource management practices:* Identify, manage, and restore unique natural and cultural resources for generations to come.

Action Plan: Emphasis on maintenance and expansion of Crockett Homestead as the primary Interpretive Asset of the park. This will be done by providing a "lived in" feeling to the Homestead, through small-scale gardening/farming, maintaining livestock (donkeys & chickens), and staffing the homestead with Park Interpreters dressed in period appropriate attire.

Ecologically restoring, and then continually maintaining, the Park grasslands. The Grasslands will be kept in a shrublands state of succession through yearly prescribed burns and invasive species removal. This area will provide a venue for hosting interpretive programming, hiking, and passive interpretation signage.

Our grasslands provide a fitting venue for a pond ecosystem. This would serve as an environmental education venue, point of visitor interest, an increase in positive habitat, and a safety feature in regards to prescribed burns and wildfires.

Continued creation and maintaining of natural meadow spaces throughout the park. These spaces reduce mowing, create positive natural habitat and also create visitor interest.

Objective: *Better data and technology:* Leverage data and technology to help inform and guide decisions on natural and cultural resources stewardship.

Action Plan: Continued implementation of GPS data, historic mapping, and traffic counters to make better informed management decisions. Work with archeological experts to find, identify and protect natural and cultural aspects.

THE VISITOR: Welcoming and Inviting to All

Goal: Tennessee State Parks will be the most accessible, welcoming, and inviting system of parks that enriches Tennesseans and visitors through excellent interpretation, education, and resource-based recreation.

Objective: *accessible, welcoming, and inviting to all:* create quality and varied programs of interpretation, recreation, and outreach so that all audiences feel welcome and invited.

Action Plan:

Interpret on the historic topics of: frontier poverty, gender roles in the 18th century, and Native American relations.

Objective: *high quality programming:* develop and support mission-based and resource-relevant programs to engage visitors, empower staff, and develop community wellbeing.

Action Plan: Create a full-time Interpretive Specialist position at park to provide quality interpretive programming five days a week, year-round. Continued use of SIR's and Americorps as interpreters. It is the expectation for every staff member to be able to convey to the public, "why is this place special?"

Objective: *resource-based outdoor recreation:* provide resource-based outdoor recreation opportunities that ensure representation of Tennessee's natural, scenic, and cultural resources.

Action Plan: Implement guided kayak/canoe floats on the Nolichucky River. Acquire new land holdings along the Nolichucky River to increase public access to the resource.



THE AMENITIES: Well-Maintained Facilities and Amenities

Goal: Tennessee State Parks will be well maintained with facilities and amenities that delight visitors and make Tennesseans proud.

Objective: *Improve maintenance:* Improve overall maintenance and upkeep of all park facilities and amenities that contribute to meaningful visitor experiences.

Action Plan: Create a Standard Operating Protocol for day-to-day maintenance duties. Continue to implement preventative maintenance strategies.

Objective: *Better park accessibility:* ensure all visitors have opportunities for meaningful experiences in every Tennessee State Park.

Action Plan: Continue to maintain all roads, including gravel homestead road to be accessible. Create an ADA walkway connecting Homestead Parking Area with Nolichucky Riverfront picnic area. Create ADA features in new proposed playground

Objective: *Quality and welcoming facilities and amenities:* provide high-quality and well-planned facilities and amenities that enrich the visitor experience.

Action Plan: Finish construction of new Wastewater Treatment Facility in campground. Create recreational area of park: Demolish pool., construct new playground with included water feature, sand volleyball court, and convert pool pavilion into deluxe picnic pavilion.

THE OPERATIONS: Operational Excellence

Goal: Tennessee State Parks will be a national model for operational excellence in a state park system.

Objective: *Support and empower our people:* support and empower our workforce by creating a caring environment that encourages professional growth and great customer service.

Action Plan: Hire the best candidates. Promote training and advancement opportunities. Create culture of productive, yet cheerful efficiency.

Objective: *Efficient and effective operations:* provide efficient, effective, and fiscally responsible service to Tennesseans and our visitors.

Action Plan: Closely monitor park spending. Allocate budgets for each department in order to ensure fiscal responsibility, while maintaining productivity.

Park Overview

Site Fact Sheet

Park Name	David Crockett Birthplace State Park
Site Manager	Joe Nowotarski
Area Manager	Veronica Greear
Park acreage	107
Total number of visitors (FY 2022)	422,674
Total expenses before CO (FY 2022)	764,697
Total revenues (FY 2022)	421,164
Retail cost recovery % ¹	510%
Park cost recovery %	55%
Average expense per visitor (FY 2022)	\$1.80
Average revenue per visitor (FY 2022)	\$1.00
Gross profit or loss	(\$342,533)
Total full-time available positions / filled	6/6
Total part-time available positions / filled	4/4. Some of these positions are filled by multiple individuals.
Primary feeder markets	Greene, Washington, Sullivan, Jefferson County
Primary reasons people visit	Camping. Historic interest. Daily walkers. River Access
Opportunities for improvement	Improve river access. Improve historic interest. Provide better recreational amenities.

Key Attractions

The amenities or features listed below are those that seem to be most popular for visitors.

- Historic Crockett Homestead and museum
- Campground – 88 site campground and Group Camp
- Nolichucky River Access – Paddlecraft, fishing, drift boat, and swimming
- Recreation Amenities (playground, picnic, basketball, amphitheater)
- Park Trail system – ~6 miles of foot trails

¹ Based on T.C.A. 11-3-305, Cost recovery of revenue-generating facilities



Site and Operations Assessment

This site and operations assessment is a culmination of analyses and findings from a review of the condition of facilities, infrastructure, and operations at David Crockett Birthplace State Park. The findings and observations are not intended to be an exhaustive review of all issues present, but provide a basic understanding of the predominant issues that contribute to the site's current operating conditions. The assessment includes the following:

1. Site and Facilities Assessment
2. Operational Assessment
3. Financial Assessment

Site and Facility Assessment

Methodology

Facility and asset conditions are rated using a differential scale of excellent, good, fair, or poor. Descriptions of conditions that are attributed to each of these findings are also provided.

Scale of Conditions	
Rating	General Description
Excellent	Facilities/amenities are in 'excellent' condition when they show little or no maintenance or repair problems. Facilities do not feature any major design or operational issues or flaws that contribute to diminished use or increased maintenance or upkeep. Facilities are easy to clean and maintain in order to place them back into public use and the users perceive them to be in excellent shape.
Good	Facilities/amenities are in 'good' condition when they show only minor maintenance or repair problems. Most maintenance issues with these facilities typically appear to be the result of age and/or heavy use. Facilities may only feature minor design or operational issues that contribute to diminished use or increased maintenance or upkeep. Facilities are moderately easy to clean and maintain in order to place them back into service and the users perceive them to be adequate for their use, but probably not in excellent shape.
Fair	Facilities/amenities are in 'fair' condition when they show significant maintenance or repair problems. Facilities generally exhibit ongoing maintenance issues that appear to be the result of age, heavy use, or design or operational flaws. Some maintenance and repair needs may compound their fair condition by being deferred because of budget and/or resource limitations. Facilities require more effort to clean and maintain before placing them back into service and the users may perceive them as being less than adequate for their use and in a state of deterioration. The facility or structure may need of major repair or replacement.
Poor	Facilities/amenities are in 'poor' condition when they show significant, on-going maintenance or repair problems that ultimately may result in suspended use for repair/replacement. Maintenance and repair issues are possibly the result of poor maintenance and clearly the result of age, heavy use, or design or operational flaws. Problems with the facilities are often compounded over time due to consistently-deferred maintenance and repair because of budget and/or resource limitations. Facilities may feature major design or operational issues that contribute to diminished use or increased maintenance or upkeep. Facilities require excessive effort to clean and maintain before placing them back into service and the users often perceive them as being inadequate for their use and in a state of serious deterioration. The facility or structure may need of major repair or replacement.

Facility Inventory and Assessment

The table below is an inventory of facilities and amenities at David Crockett Birthplace State Park and provides the assessed condition of each as reviewed in June 2023.

Site Asset / Amenity	Quantity	Condition
Campground (50 amp , water	54	Fair – Design issue.
Campground (30 amp , water)	17	Fair – Design issue.
Campground (Tent)	13	Fair – poor placement of
Group Camp	1	Good
Visitor Center	1	Poor – Building is aging
Pool and pool Pavilion (closed)	1	Poor- Pool is aged and
Ranger Station	1	Good
Maintenance Yard (two floor	1	Good
Campground Bathhouse North	1	Good
Main Campground Bathhouse	1	Good
Campground Bathhouse South	1	Good
Boat ramp Bathhouse	1	Good
Boat Ramp	1	Poor– Parking congestion.
Stonecypher Cabin (built 1986)	1	Good
Crockett Homestead Cabin (built	1	Poor- Cabin is actively
Campground Laundry Room	1	Good
Crockett Shoals Trailhead	1	Good
Limestone Creek Trailhead	1	Good
Park Amphitheater	1	Good – Area subject to constant standing water.
Black powder Range	1	Good
Camp store Pavilion and Building	1	Good
Picnic Shelter 1	1	Fair- Poor location leads to visitor conflict over parking.
Picnic Shelter 2	1	Good – shares parking with campground overflow
Playground	1	Fair – heavy use. Unsafe location. Park would benefit from new larger playground



Trail Inventory and Assessment

Trail	Condition
Overlook Trail (0.65 mile)	Fair – Cliffside erosion issues. Rotting steps are replaced as needed.
Homestead Trail (1.00 mile)	Good
Storybook Trail (0.20 mile)	Poor- Poor trail design. Interpretive panels become grimy in White Pine Forest. Steep uphill trail climbs against contour. Not accessible for target audience.
Limestone Creek Trail (1.10 Mile)	Fair – Poor trail design. Off- limits Group Camp and poorly designed bypass on most desired part of trail leads to visitor conflict.
John Crockett Trail (1.50 mile)	Good
Rebecca Hawkins Trail (1.30 mile)	Good

New Assets Needed

List new assets and amenities that would fall under capital expenditures that are needed to improve visitor experience and operational efficiency.

New Asset & Amenities	Description
New Fiber Optics	Faster Internet speed for staff and visitors
New Playground (Pool Replacement)	A large, historically themed playground on existing and derelict pool site.
New Crockett Cabin	A new 1780's cabin erected in homesite to fulfill park primary mission.
Recreation Area (Pool Replacement)	Sand Volleyball court, multi-use field, and picnic area in proximity to existing and derelict pool site.
Upgrade Visitor Center	Upgrade all aspects of park visitor center. New passive interpretation, change layout of building to create a better entrance experience.
Wildlife Pond	Creation of wildlife pond to enhance ecology and visitor experience.

Prioritized Facility Needs

Based on the facility inventory and assessment, these prioritized needs have been identified.

Facility Need	Priority Assessment
Pool Demolition and Replacement Amenity	High
Traffic Control – Relining all roadways and parking lots	High
Park Visitor Center (Renovation)	High
Fiber Internet	High
ADA Access from parking area to riverfront area	Medium

Operational Assessment

The Operational Assessment includes:

1. An inventory and classification of programs and services being provided at the site,
2. A review of staffing at the site,
3. A review of concessionaires and partners operating at the site,
4. Visitation and customer satisfaction, and
5. Professional development and training.

Inventory and Classification of Programs and Services

Programs and services are classified into one of three major categories:

- 1) Core or Essential Services;
- 2) Important Services; and
- 3) Value added or Visitor Supported Services.

Functions of the site are classified into these categories based in part on the mission and public mandates for both the site and the agency. For the programs and services in each of these categories, there are financial performance expectations that will define how services are funded and evaluated.

CATEGORY 1 – CORE SERVICES *[Largely supported by public subsidies]*

Core programs, services and facilities are those the agency must provide and/or are essential in order to capably govern and meet statutory requirements. The failure of the agency to provide Category 1 services at adequate levels could result in significant negative consequences for the public and the resources under protection. The criteria for programs or services to be classified as core or essential are:

- The services are mandated by the agency's law or charter or are contractually obligated by agreement to provide the services.
- The services are essential to protecting and supporting the public's health and safety.
- The services protect and maintain valuable assets and infrastructure.



- The services would generally and reasonably be expected and supported by residents, businesses, customers and partners.
- The services are those that cannot or should not be provided by the private sector.
- The services provide a sound investment of public funds.

The following programs and services offered at **David Crockett Birthplace State Park** have been identified as **core services**:

- Support the mission of Tennessee State Parks, which is, “To preserve, protect, and share Tennessee’s natural and cultural resources while providing safe, quality outdoor experiences.”
- Provide public access to the park, facilities, and ground to include access to the Nolichucky River
- Provide public safety for all visitors and protection of the natural and cultural resources
- Provide Maintenance of park grounds, facilities, and infrastructure

CATEGORY 2 – IMPORTANT SERVICES *[Supported by a balance of revenues and public subsidy]*

Important programs, services and facilities are those the agency should provide, and are important to governing and effectively serving residents, businesses, customers, and partners. Providing Category 2 services expands or enhances the agency’s ability to provide and sustain its core services. The criteria for programs or services to be classified as important are:

- The services expand, enhance or support identified core services.
- The services are broadly supported and utilized by the community, and are considered an appropriate, important, and valuable public good. Public support may be conditional upon the manner by which the services are paid for or funded.
- The services generate income or revenue that offsets some or all of the operating cost and/or are deemed to provide economic, social or environmental outcomes or results.

The following programs and services offered at **David Crockett Birthplace State Park** have been identified as **important services**:

- **Provide a full range of cultural, environmental and recreational interpretive programs, centered around David Crockett, the American Frontier, and Early American History.**
- **Mark and maintain park information through on-site public contact and passive informational kiosks.**

CATEGORY 3 – VISITOR SUPPORTED SERVICES *[Almost exclusively supported by earned revenue]*

Visitor supported programs, services and facilities are those discretionary services that the agency may provide when additional funding or revenue exists to offset the cost of providing those services. Category 3 services provide added value above and beyond what is required or expected. The criteria for programs or services to be classified as visitor supported are:

- The services expand, enhance or support Core Services, Important Services and the quality of life of the visitors, community or stakeholders.
- The services are supported, valued and well utilized and provide an appropriate and valuable public benefit.
- The services generate income or funding from sponsorships, grants, user fees or other sources that offset some or all of their cost and/or provides a meaningful return on investment.

- The Services can possibly be provided through outsourcing or use of concessionaires, providing opportunities for community enterprise or services that may not otherwise be provided by the agency.

The following programs and services offered at David Crockett Birthplace State Park have been identified as **visitor supported services**:

- Provide opportunities for the community to have a personal stake in the park.
- Host a variety of special events to include Crockett Days, Flintlock Shoots, Trunk or Treat, Summer Concert Series. Develop more special events.
- Provide opportunities with local businesses and schools to partner with park.
- Partner with other local non-profit organizations to enhance visitor experience in park, along river, and within local area.
- Provide overnight accommodation, day-use accommodations, and recreational opportunities.

Personnel / Staffing Review

Personnel and staffing at David Crockett Birthplace State Park represent the largest area of budgetary expense at an average of 53% of the total operating budget each year for the last three complete years, which \$474,000 than the target of labor costs not exceeding 65% of total operating expenditures. The tables below and on the following page provide a basic review of the current staffing at the site.

Full Time Equivalent Employees

Position / Title	Quantity (FTE)	Compensation Total
Admin Assistant 1	1	\$42,924
Park Ranger 2	2	*
Building Maintenance Worker 3	1	\$42,504
Park Manager 1	1	*
Conservation Worker 1	1	\$30,504
Park Interpretive Specialist	1	\$47,496
TOTAL	6	\$331,608

**Law enforcement compensation confidential by TN law.*

Part Time Employees

Position / Title	Quantity	Compensation Total
Clerk 2	3	\$27,495
Laborer	1	\$27,495
Laborer	2	\$27,495
Life Guard 1	1	\$13,893.75
TOTAL	7	\$96,378.75

Labor Support

Labor Support	Annual Hours
Volunteers	5,475 (Camphosts)
Community Service Workers	100
Engineering and Construction Crews	500



Resource Management Crews	48
Other: <u>Jeter Mountain Farms</u>	50
TOTAL	698

Total Labor Compensation Expense

Labor Type	Labor Expense
Full Time Equivalent Employees	\$331,608.00
Part Time Employees	\$96,378.75
TOTAL Annual Labor Expense	\$427,986.75

Additional Future Positions Needed

Position / Title	Quantity	FTE or PT	Year Needed	Justification
Park Ranger 2	1	FTE	2024	Lack of coverage
Conservation Worker 2	1	FTE	2024	Overwhelming workload on existing
Camphost Supervisor (JobShare)	1	PT	2024	Large volunteer camphost staff with
Historic Interpreter (JobShare)	2	PT	2024	Fulfilling Interpretive Mission
TOTAL	5			

Financial Performance

Revenue per available unit (**Rev Per Unit**) for the last four years in park facilities is detailed in the table below.

Current Rev Per Unit

Fiscal Year	Campground Rev Per Unit	Day Use Facilities Rev Per Unit
2019	7.22	4.5
2020	7.83	3.75
2021	11.14	6.64
2022	10.99	6.3

Projected Rev Per Unit - Based on current Rev Per Unit trends at the park and any known developments over the next four years.

Fiscal Year	Campground Rev Per Unit	Day Use Facilities Rev Per Unit
2023	10.00	6.5

2024	5.00*	6.5
2025	12.00	7.00
2026	12.00	7.00

* Construction of new Wastewater Treatment Plant to take place

Customer Service

Platform / Site	Year	Customer Satisfaction Level
Net Promoter	2022	82
Google	2022	4.6/5
Facebook	2022	3.2

Professional Development and Training

The following professional development and training opportunities are being explored and planned for the staff and volunteers at this park:

- Swiftwater Rescue training, kayak programming instructor training for Ranger and Interpretive staff
- Black Powder Instructor Training for all Rangers and Interpreters
- Wastewater Treatment Certification for Maintenance Supervisor
- Routine management training
- Routine law enforcement training

Summary of Key Recommendations

Please provide short-term, mid-term, and long-term recommendations for addressing operational issues at the park and improving overall park performance.

Short Term Recommendations (Less than 1 year)

1. Site and Facilities

- Construction of new Campground Wastewater Treatment Facility (Current Capital Project)
- Demolition of the park pool.
- Creation of a wildlife pond for visitor interest and ecological benefit in the park grasslands
- Working with Friends of DCBP to construct new Homestead Cabin

2. Operations and Staffing

- Park is projected to be fully staffed for the first time in years
- Continue to utilize AmeriCorp positions
- Life Guard job share to fulltime Conservation Worker 2

3. Customer Service / Visitor Experience

- Offer more interpretive programming and special events
- Support Friends Group and assist with first membership drive
- Begin interpretive kayak floats on Nolichucky River
- Create passive interpretation for Stonecypher Cabin at park entrance



Mid Term Recommendations (2–5 years)

1. Site and Facilities

- a. Finish amphitheater project. Repurpose pool lights as stage lights .
- b. Construction of recreation area, repurpose pool pavilion into deluxe picnic pavilion and construct new playground with water feature (pool replacement)
- c. Construction of Wastewater treatment facility.
- d. Creation of new communal campground space at old Wastewater Treatment facility site.

2. Operations and Staffing

- a. Continue to grow newly hired staff:
 - i. Acquire second Seasonal Interpretive Ranger\
 - ii. Acquire third Park Ranger to provide true round-the-clock coverage

3. Customer Service / Visitor Experience

- a. Renovation of Visitor Center
- b. Long Term Recommendations (5+ years)

Long Term Recommendations (6-10 years)

1. Site and Facilities

- a. Campground redesign to relieve congestion.
- b. Continue strategic land acquisitions.

2. Operations and Staffing

- a. Continue to build staffing with new positions.

3. Customer Service / Visitor Experience

- a. New facilities (see Infrastructure and Capital Assets Priority List). Incorporate Frontier-themed elements in all park aesthetics.
- b. Continue to ensure growth and productivity of apple orchard and other plantings.

Resource Management Plan

A resource management plan is a specific statement of the objectives you have for your land and natural resources, as well as any significant cultural and historic resources stewarded by the state park. This includes a defined series of priorities and activities that will take place to meet those objectives. This can include future potential land acquisitions or divestitures that are necessary to meet the park's resource management goals and objectives.

DCBP's resource management plan is main goal is to create and maintain a natural environment identical to how the site would look in 1786. This includes flora and fauna. Flora includes natural meadow spaces, frontier food and medicine gardens, and larger cash crop plots. The fauna includes managing for indicator species like Quail, Otter, and Birds of Prey.

DCBP will work with local NGO's and Governmental agencies to increase public access of the Nolichucky River. Working together to ultimately attain Class 2 State Scenic River designation.

DCBP will also acquire adjacent historic farm plots to preserve viewshed and offer resource protection from development. Done through easements agreements or land acquisition.

The contents of this resource management plan are as follows:

1. Resource Management Objectives
2. Resource Inventory and Assessment

3. Management Strategies
4. Priority Actions
5. Supplemental Information

Resource Management Objectives

Goal: Tennessee State Parks will be nationally recognized for exemplary stewardship of natural and cultural resources.

Objective - *More and better stewards:* Increase internal and external stewards who share Tennessee State Parks core values and can contribute to the State Parks mission to steward Tennessee's natural and cultural resources.

Objective - *Better resource management practices:* Identify, manage, and restore unique natural and cultural resources for generations to come.

Objective: *Better data and technology:* Leverage data and technology to help inform and guide decisions on natural and cultural resources stewardship.

Aligned with these objectives are specific strategies to achieve the desired outcomes for the natural, cultural, and historic resources of this park.

Strategies

- A. Be a city on a hill regarding natural resource practices that local landowners can themselves practice.
- B. Develop an All Taxa Biodiversity Inventory for Park Lands and Nolichucky River
- C. Utilize drone technology for natural resource mgmt. (mapping, spraying, etc.)
- D. Utilize researchers to scour historic records to discover 18th century farming practices and species farmed.
- E. Lead public paddlecraft excursions to foster a public affection for the Nolichucky River.

Resource Inventory and Assessment

The significant natural, cultural and historic resources of the park requiring management are detailed below including a condition assessment rating for each. Condition assessments are selected from the following options based on what most describes the current condition of the resource:

1. **Excellent** – resource is in excellent condition; all potential threats to the integrity of the resource are currently managed and effectively mitigated.
2. **Good** – resource is generally in good condition and stable; threats to the integrity of the resource require regular management in order to mitigate.
3. **Fair** – resource is in stable condition but difficult to mitigate ongoing threats; additional management support is required.
4. **Poor** – resource is generally in poor condition with management support required to both improve existing conditions and address threats.
5. **Critical** – resource is highly threatened or deteriorated and requires immediate management prioritization.



Significant Park Resources	Quantity	Current Conditions	Notes
Crockett Homestead- Living Homestead w/ historic structures, gardens, and livestock	Approx. 20 acres	Poor	All structures are temporary in nature and deteriorate quickly. The gardens and livestock require constant attention/maintenance. This requires lots of staff hours, but creates a historically accurate “lived in” feel.
Riparian Corridor (Nolichucky River)	Approx. 1 mile	Fair	Seasonal flooding and encroachment of invasive species. Lots of maintenance hours going towards keeping riverfront clear of overgrowth.
Riparian Corridor (Limestone Creek)	Approx. 0.75 mile	Good	Seasonal flooding and encroachment of invasive species.
White Pine Forests	Approx 20 acres	Poor	Planted by TN Dept of Forestry approximately 30 years ago. This monoculture planting is reaching the end of its life. Lots of maintenance hours going into clearing storm damage from trees.
Mesozoic hardwood Forest	Approx 10 acres	Good	The forests are healthy second growth but have a growing presence of invasive plant species.
Park Grasslands	Approx 25 Acres	Fair	Old farmlands that have reverted to grasslands. Yearly prescribed burns keep them from developing into forests. Heavy presence of invasives plants.

Management Strategies

The management strategies outlined below are directly correlated to the resources identified previously in the *Resource Inventory and Assessment* section immediately above. These are general and overall management recommendations for each resource from which priority actions will be determined. Each resource has both a “Public Use” management strategy (which could include limited or no public access, or managed access with infrastructure and regulation) and a “General Management” strategy.

The priority assignments reflect the highest resource management priorities of the park over the next 1-5 years (High Priority) and 6-10 years (Moderate Priority)

Resource	Management Recommendations	Priority
Crockett Homestead- Living Homestead w/ historic structures, gardens, and livestock	Public Use: Day use visitors and program participants. General Management: Historic reenactors are constantly building new structures, maintaining gardens and tending	High

	livestock. Maintenance staff provides general groundskeeping.	
Riparian Corridor (Nolichucky River)	<p>Public Use: Day use visitors and picnicking. Paddlecraft and swimmers. Fishing from bank and watercraft.</p> <p>General Management: Park maintenance staff provides general groundskeeping. Park Rangers provide safety and security</p>	High
Riparian Corridor (Limestone Creek)	<p>Public Use: Day use hiking. Group Camp located on Creek.</p> <p>General Management: Park maintenance staff provides general groundskeeping of Group Camp. Park Rangers provide trail maintenance.</p>	Medium
White Pine Forests	<p>Public Use: Day use hiking. Storybook trail is located here. So is amphitheater and blackpowder range.</p> <p>General Management: Park maintenance and Park Rangers are constantly cleaning up storm damage from Pine Trees at the end of their lifespan. Park Rangers provide trail maintenance. Park Maintenance and Rangers staff provides maintenance of amphitheater and blackpowder range.</p>	High
Mesozoic hardwood Forest	<p>Public Use: Day use hiking</p> <p>General Management: Park Rangers provide trail maintenance and invasive species removal.</p>	Low
Park Grasslands	<p>Public Use: Day use hiking. Bird watching. Picnicking</p> <p>General Management: TN Dept of Forestry provides yearly prescribed burns. Park Maintenance and Rangers maintain grass trails, picnic tables and benches.</p>	High



Land Management Strategies

In some cases, strategic land acquisitions or divestitures are necessary to meet the overall resource management goals and objectives of the park. This can include opportunities to address buffers, watersheds, viewsheds, inholdings, and adjacent properties. The table below details **general strategies** for land management. Timelines refer to Short Term (1-3 years), Mid Term (4-6 years), and Long Term (7-10 years).

Land Management Strategy	Timeline
Strategic Land acquisition: To increase public access to the river and facilitate linear usage of river.	Long
Strategic Land Acquisition: Acquisition would preserve viewshed and watershed and allow room for expansion of visitor services.	Long

Supplemental Information

David Crockett Birthplace State Park is one of the smallest parks in the Tennessee State Park System. Though we have ample facilities and built amenities, we severely lack in greenspace and other natural spaces. Like much of Tennessee, the Limestone-Chuckey area is undergoing rapid rural to residential development. It is imperative that as the surrounding historic farms enter the real estate market, they are purchased for preservation and reverted to a natural state.

Interpretive Programming and Education Plan

The Interpretation, Programming, and Education planning is currently going through a planning process to further build out the process. This section only represents the very basic framework. As TSP moves forward with the future of Interpretive programming and education this section will likely be changed to accommodate those modifications.

The Interpretive Mission of David Crockett Birthplace State Park is to provide the public with accurate information pertaining to the life of David Crockett, the historical setting of his birth, and the impact he had on our developing nation's history.

Through historically accurate displays, events, and programs, park visitors will be provided with a better understanding of life on the 1780's American Frontier. Historical content will be interpreted objectively; morality of past actions will be withheld in order to avoid anachronism. In addition, site developments will interpret several other historically significant features relating to previous indigenous cultures and subsequent settlements. The Park's diverse ecological settings: stream, river, upland grassland and forest ecosystems will also be interpreted.

Interpretation, Programming and Education Goals

Goal: Tennessee State Parks will be the most accessible, welcoming, and inviting system of parks that enriches Tennesseans and visitors through excellent interpretation, education, and resource-based recreation.

Objective: *accessible, welcoming, and inviting to all:* create quality and varied programs of interpretation, recreation, and outreach so that all audiences feel welcome and invited.

Objective: *high quality programming:* develop and support mission-based and resource-relevant programs to engage visitors, empower staff, and develop community wellbeing.

Objective: *resource-based outdoor recreation:* provide resource-based outdoor recreation opportunities that ensure representation of Tennessee's natural, scenic, and cultural resources.

Within these objectives are the following desired outcomes:

- Building stewards
- Ensuring Equity
- Provide the Highest Value
- Develop Resource Based Programming
- Support Staff

Strategic Programs and Services

The strategies detailed below with corresponding action plans are aligned with the Comprehensive Strategic Plan of Tennessee State Parks.

Strategy – Telling Full Stories: to identify and replicate best practices while establishing new methods for representing diverse, equitable, inclusive, and just dialogues.

Action Plan: Continue to utilize Americorp Researchers to create historical programming resources on topics such as: African Americans on the Frontier in the mid- to late- 18th century; Gender



studies of the mid- to late- 18th century; Socioeconomic disparities of the mid- to late- 18th century; and Native American culture of the mid- to late- 18th century.

Strategy – Interpretative Media: Connecting people to the resources of Tennessee State Parks with technology in ways that compliment and expand interpretation within and beyond the park, giving everyone access to becoming a park steward.

Action Plan: Continuing to create educational historic videos for public viewing. Increase ADA access throughout park Homestead. Augmented reality to show the change of the Frontier landscape; from pre-Native American, through Woodland period; through Cherokee period; through Columbian Exchange; through French and Indian War; through white colonial settlement; and culminating with David Crockett's Birth in 1786.

Strategy – Develop and maintain a portfolio of programs across multiple types of experiences:

- A. Interpretation of natural, historic, and cultural resources
- B. 3-5 unique experiences for all audiences
- C. Varying intensity from self-guided to immersive experiences
- D. Partnership opportunities for program delivery
- E. Varying costs to the user from “free to fee” based on value of the benefit to the participant.

Action Plan: Continue on our current trajectory of offering a diverse portfolio of historical and ecological programs following the central theme, of David Crockett's life and times.

Strategy – Develop and maintain diverse and varied resourced-based outdoor recreation opportunities across multiple types of experiences:

- A. Managing recreational use with the stewardship needs of the resource
- B. Varying intensity from self-guided to guided experiences
- C. Partnership opportunities for program delivery
- D. Varying costs to the user from “free to fee” based on value of the benefit to the participant and impact to the resource.

Action Plan: Continue providing guided paddle craft expeditions on the Nolichucky River; highlighting its historic and ecological significance.

Provide local recreational resources to area natives. Recreational resources shall depict a 1780's theme. IE. Frontier-themed playground.

HELPFUL DEFINITIONS:

- Nonpersonal Interpretation: Interpretive media that do not require a person to deliver a message (i.e. exhibits, waysides, brochures, signs, magazines, books, etc.).
- Personal Interpretation: One person or persons providing interpretation to another person or persons.
- Interpretive Program: Activities, presentations, publications, audio-visual media, signs, and exhibits that convey key heritage resource messages to audiences. (Adapted from US Fish & Wildlife Service)
- Interpretation: a purposeful approach to communication that facilitates meaningful, relevant, and inclusive experiences that deepen understanding, broaden perspectives, and inspire engagement with the world around us.



Financial Performance Goals

Financial performance goals are a critical performance management tool of the Tennessee State Park System. While the financial performance of parks are managed more intently at the system level, individual parks are expected to recover a portion of their operating costs through the generation of earned revenues where appropriate and to contribute to the system goals. The majority of earned revenues at state parks are generated through facility usage (campsites, cabins, lodge rooms, rentable pavilions, etc.), the delivery of fee-based programs and services, equipment rental and usage, and retail sales. Other forms of revenue generation come from golf courses and restaurants where those amenities are present. That said, not all parks have the same ability to generate earned revenues because the availability of facilities or programs vary widely from one park to the next. The “recovery” of operational costs by earned revenues is referred to as “cost recovery”. Operating costs beyond those supported by earned revenues represent the extent to which state funding support operations at each park.

The table below represents the overall park cost recovery for this specific park for the most recent fiscal year and forecast estimates for the upcoming five years. These estimates are based on projection estimates for known and foreseeable costs and recovery figures.

FINANCIAL PERFORMANCE GOALS						
	Current Cost Recovery (2022)	Target Cost Recovery: FY 2023	Target Cost Recovery: FY 2024	Target Cost Recovery: FY: 2025	Target Cost Recovery: FY 2026	Target Cost Recovery: FY 2027
Park Overall	55%	43.08%	43.44%	43.80%	44.16%	44.32%

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